

## Message Text

UNCLASSIFIED

PAGE 01 PARIS 14649 01 OF 03 081706Z  
ACTION EUR-12

INFO OCT-01 ISO-00 AID-05 CEA-01 CIAE-00 COME-00 EB-08  
EA-12 FRB-01 INR-10 IO-14 NEA-11 NSAE-00 ICA-20  
OPIC-06 SP-02 TRSE-00 LAB-04 SIL-01 AGRE-00  
OMB-01 SS-15 NSC-05 SIG-03 MMO-04 DODE-00 L-03  
PA-02 A-01 OES-07 DOE-15 SOE-02 HUD-02 /168 W  
-----043687 081732Z /47

P 081657Z MAY 78  
FM AMEMBASSY PARIS  
TO SECSTATE WASHDC PRIORITY 1174

UNCLAS SECTION 01 OF 03 PARIS 14649

USOECD

FOR DEPUTY UNDER SECRETARY FOR MANAGEMENT

E.O. 11652: N/A  
TAGS: OGEN  
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE  
MANAGEMENT (GORM) PROCESS

REFS: (A) STATE 63477, (B) PARIS 1410, (C) PARIS 9563

1. I HAVE CAREFULLY CONSIDERED HOW BEST TO RESPOND TO  
REFTEL A AND COME TO THE CONCLUSION THAT I MUST BEGIN  
BY SETTING FORTH THE ESSENTIAL NATURE OF THIS MISSION  
AND ITS BASIC DIFFERENCE FROM TRADITIONAL BILATERAL  
POSTS AND INDEED FROM SOME OTHER MISSIONS TO INTER-  
NATIONAL ORGANIZATIONS. IN THE FIRST PLACE THERE IS NO  
WAY SENSIBLY TO DISTINGUISH BETWEEN THE GOALS/OBJECTIVES  
OF THE STATE PERSONNEL AT THIS POST AND THOSE OF OTHER  
AGENCIES. WE HAVE A SINGLE SET OF GOALS AND OBJECTIVES  
ALL OF WHICH HAVE TO DO WITH HOW BEST TO USE THIS  
FORUM TO ADVANCE THE ECONOMIC POLICY OBJECTIVES OF THE  
UNITED STATES. AND OUR MISSION IS TRULY INTEGRATED IN  
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 PARIS 14649 01 OF 03 081706Z

THE SENSE THAT ALL OFFICERS NO MATTER WHAT THEIR AGENCY  
AFFILIATION PERFORM ESSENTIALLY THE SAME KINDS OF  
FUNCTIONS IN SPECIFIC FIELDS WITH RESPECT TO OECD AND  
ITS VARIOUS COMMITTEES VIZ PREPARING FOR MEETINGS BY  
ADVANCE CONTACT WORK WITH THE OECD SECRETARIAT AND  
OTHER DELEGATIONS, REPORTING TO WASHINGTON -- FREQUENTLY  
WITH POLICY RECOMMENDATIONS -- BRIEFING AND ASSISTING

WASHINGTON DELEGATIONS, REPORTING AND FOLLOW UP.

2. TO ILLUSTRATE THE POINT THAT THERE IS NO SENSIBLE WAY TO DIFFERENTIATE BETWEEN THE GOALS AND OBJECTIVES AND PERSONNEL RESOURCES OF STATE AND OTHER AGENCIES AT THIS MISSION: THERE IS NOT A SINGLE FUNCTIONAL FIELD THAT HAS NOT IN THE PAST BEEN MANNED BY STATE PERSONNEL. THE MINISTER FOR ECONOMIC AND FINANCIAL AFFAIRS IS A TREASURY OFFICIAL ASSIGNED HERE AS AN FSR. HIS PRIMARY RESPONSIBILITY IS MACRO-ECONOMIC POLICY WHICH IN THE PAST HAS BEEN HANDLED BY SENIOR STATE DEPT. OFFICERS. THE LEAD AGENCY IN WASHINGTON IS CEA WHICH DOES NOT HAVE AN OFFICER HERE. THE FINANCIAL FUNCTION HERE IS HANDLED BY A TREASURY OFFICER BUT THIS FUNCTION TOO HAD BEEN HANDLED IN THE PAST BY A STATE OFFICER AND SOME OF THE COMMITTEES COVERED BY THIS OFFICER HAVE WASHINGTON LEAD AGENCIES OTHER THAN TREASURY. SIMILARLY, THE AGRICULTURE FUNCTION HAS BEEN HANDLED BY FSOS, AND THE SECOND MAN IN THE SCIENCE UNIT IS FROM DOE AND HELPS COVER MANY SCIENCE FUNCTIONS OF ONLY MARGINAL INTEREST TO THAT AGENCY.

3. INCREASINGLY THE NUMEROUS ECONOMIC AND SOCIAL ISSUES DEALT WITH AT OECD ARE INTERTWINED AND INSEPARABLE. THE MACRO-ECONOMIC AND MONETARY ISSUES FOR EXAMPLE ARE INTERRELATED WITH THOSE OF TRADE POLICY  
UNCLASSIFIED

UNCLASSIFIED

PAGE 03 PARIS 14649 01 OF 03 081706Z

STRUCTURAL ADJUSTMENT AND MANPOWER. THIS IS MORE THAN A THEORETICAL ASSERTION; IT IS AN OPERATING REALITY IN TERMS OF WORK PROGRAMS AND AGENDAE OF MAJOR OECD COMMITTEES. CONSEQUENTLY, ALL PERSONNEL FROM WHATEVER UNIT MUST OPERATE AS AN INTEGRATED TEAM IN A SENSE WHICH IS FAR MORE MEANINGFUL THAN THE TYPICAL EMBASSY COUNTRY TEAM.

4. FURTHERMORE, VIRTUALLY ALL THE MAJOR OECD ACTIVITIES IN ONE WAY OR ANOTHER STEM FROM WASHINGTON INITIATIVES, FREQUENTLY THOSE SET FORTH BY THE SECRETARY OF STATE AT A MINISTERIAL MEETING. IT WOULD BE IRRELEVANT FOR ME TO ATTEMPT TO ASSIGN PRIORITIES TO THESE WASHINGTON INITIATIVES. TO CITE ONE EXAMPLE, LAST YEAR

UNCLASSIFIED

NNN

UNCLASSIFIED

PAGE 01 PARIS 14649 02 OF 03 081711Z  
ACTION EUR-12

INFO OCT-01 ISO-00 AID-05 CEA-01 CIAE-00 COME-00 EB-08  
EA-12 FRB-01 INR-10 IO-14 NEA-11 NSAE-00 ICA-20  
OPIC-06 SP-02 TRSE-00 LAB-04 SIL-01 AGRE-00  
OMB-01 SS-15 NSC-05 SIG-03 MMO-04 DODE-00 L-03  
PA-02 A-01 OES-07 DOE-15 SOE-02 HUD-02 /168 W  
-----043722 081732Z /47

P 081657Z MAY 78  
FM AMEMBASSY PARIS  
TO SECSTATE WASHDC PRIORITY 1175

UNCLAS SECTION 02 OF 03 PARIS 14649

USOECD

SECRETARY VANCE LAUNCHED AN URBAN AFFAIRS INITIATIVE. THE PRIMARY INTERESTED AGENCY IN WASHINGTON IS HUD WHICH HAS NO PERSONNEL IN THIS MISSION. WE UNDERSTAND SECRETARY HARRIS IS PERSONALLY INTERESTED IN THE PROJECT. DESPITE VARIOUS ATTEMPTS BY THIS MISSION IN THE PAST TO ASK WASHINGTON TO RANK ORDER BY PRIORITIES THE VARIOUS ACTIVITIES, FOR THE PURPOSE OF THE OECD'S WORK PROGRAM AND BUDGET, THIS HAS NOT BEEN FORTHCOMING. THE PROBLEM IS THE CONCEPTUAL ONE OF RANKING THE APPLES AND PEARS OF SUBSTANTIVE ACTIVITIES. ALTHOUGH I MAY HAVE MY OWN IDEAS AS TO WHETHER ENERGY POLICY OR EDUCATION ARE MORE IMPORTANT OR HOW THE URBAN AFFAIRS INITIATIVE RANKS WITH ACTIVITIES ON ECONOMIC RECOVERY, AS LONG AS ALL OF THESE ARE OECD ACTIVITIES AND ALL ARE FULLY SUPPORTED BY THE U.S., UNTIL INSTRUCTED OTHERWISE I WILL USE THE PERSONNEL RESOURCES OF THIS MISSION FROM NO MATTER WHICH AGENCY TO ASSURE THAT ALL ACTIVITIES ARE PROPERLY STAFFED.

5. THE CONCLUSION OF THIS DISQUISITION IS A SIMPLE ONE: FOR THE PURPOSE OF A ZBB I MUST CONSIDER THE  
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 PARIS 14649 02 OF 03 081711Z

TOTAL MISSION RESOURCES. I CANNOT SUBMIT MEANINGFULLY EITHER A SEPARATE PART I STATE GORM SUBMISSION OR A SEPARATE PART II EVALUATION OF THE GOALS/OBJECTIVES AND RESOURCE MANAGEMENT OF OTHER AGENCIES AT THIS MISSION.

6. MY NEXT POINT IS THAT AS WASHINGTON AGENCIES ARE AWARE U.S. INVOLVEMENT IN THE OECD AND THE MISSION'S WORK LOAD ARE INCREASING RATHER THAN DECREASING. THE CURVE TURNED UPWARD WITH THE MINISTERIAL MEETING OF 1974 IN THE WAKE OF THE ENERGY CRISIS AND HAS BEEN ASCENDING EVER SINCE.

FOR PURPOSE OF ZBB

7. TOTAL AMERICAN STAFF (ALL AGENCIES) CONSISTS OF 23 OFFICERS AND 19 SUPPORT STAFF FOR A TOTAL OF 42, PLUS 13 LOCALS (OF WHICH MORE BELOW).

PACKAGE I

8. PACKAGE I WOULD IMPLY A REDUCTION OF FOUR AMERICANS. I CANNOT SEE HOW THIS CAN BE ACHIEVED WITHOUT THE ELIMINATION OR VIRTUAL NEGLECT OF AN ENTIRE ACTIVITY. I WOULD NEED WASHINGTON INSTRUCTIONS IDENTIFYING WHICH SUBSTANTIVE ACTIVITY OR ACTIVITIES COULD BE SO TREATED.

PACKAGE II

9. PACKAGE II WOULD IMPLY A REDUCTION OF TWO AMERICANS FROM THE COMPLEMENT.

10. IN MY VIEW THIS COULD BE ACCOMPLISHED BY ELIMINAT-  
UNCLASSIFIED

UNCLASSIFIED

PAGE 03     PARIS 14649 02 OF 03 081711Z

ING THE POSITION OF USIS REGIONAL ECONOMICS AFFAIRS OFFICER AND THE POSITION OF AID DEPUTY DIRECTOR. SEE MY PARIS 1410 FOR DISCUSSION.

11. AS FOR THE LOCALS, I SHOULD FIRST DRAW ATTENTION TO THE FACT THAT OF 12 STATE LOCALS, ONE IS A PROFESSIONAL (ABOUT WHICH MORE BELOW) AND THREE ARE COCOM INTERNATIONAL STAFF. THIS STAFF IS INCLUDED ON OUR COMPLEMENT BUT REPRESENTS PART OF THE USG CONTRIBUTION IN KIND TO THE WORK OF COCOM. I DO NOT PROPOSE THAT THEIR JOBS BE ABOLISHED. I SIMPLY DO NOT THINK IT MAKES SENSE TO COUNT THEM IN OUR TOTAL COMPLEMENT FOR PURPOSE OF REDUCTION. U.S. FOREIGN SERVICE OFFICERS ASSIGNED TO THE OECD SECRETARIAT ARE LISTED SEPARATELY AND ARE NOT INCLUDED IN THE COMPLEMENT.

12. AS FOR THE FSL PROFESSIONAL POSITION, THIS REPRESENTS AN ANOMALY I FOUND WHEN I ARRIVED WHICH DATES BACK TO THE MARSHALL PLAN DAYS. THE INCUMBENT OF POSITION PAL 445 IS AN FSL1 WITH THE TITLE OF

LABOR AND MANAGEMENT ADVISER. HE HAS FOR MANY YEARS PERFORMED FUNCTIONS WHICH SHOULD BE PERFORMED BY AN AMERICAN. I FEEL STRONGLY THAT NON-AMERICANS SHOULD NOT REPRESENT THE U.S. AT INTERNATIONAL MEETINGS AT THIS FORUM, BUT WE CANNOT DROP THIS POSITION OR THE

UNCLASSIFIED

NNN

UNCLASSIFIED

PAGE 01 PARIS 14649 03 OF 03 081708Z  
ACTION EUR-12

INFO OCT-01 ISO-00 AID-05 CEA-01 CIAE-00 COME-00 EB-08  
EA-12 FRB-01 INR-10 IO-14 NEA-11 NSAE-00 ICA-20  
OPIC-06 SP-02 TRSE-00 LAB-04 SIL-01 AGRE-00  
OMB-01 SS-15 NSC-05 SIG-03 MMO-04 DODE-00 L-03  
PA-02 A-01 OES-07 DOE-15 SOE-02 HUD-02 /168 W  
-----043701 081731Z /47

P 081657Z MAY 78  
FM AMEMBASSY PARIS  
TO SECSTATE WASHDC PRIORITY 1176

UNCLAS SECTION 03 OF 03 PARIS 14649

USOECD

INCUMBENT UNLESS AN FSO POSITION IS ADDED. (SEE BELOW FOR DISCUSSION.)

PACKAGE III

13. IN PACKAGE III I WOULD REDUCE THE COMPLEMENT BY THE TWO AMERICAN POSITIONS AND ONE LOCAL CITED ABOVE AND REPLACE THEM BY TWO FSOS OF GRADE 5 OR 6.

(1) A REPLACEMENT FOR FSL SCIENCE ADVISER PAL 252 A POSITION RECENTLY ABOLISHED. THE WORK IN THIS AREA HAS ALREADY SUFFERED CONSIDERABLY SINCE THE INCUMBENT LEFT THE ROLLS.

(2) A REPLACEMENT FOR THE LABOR AND MANAGEMENT ADVISER POSITION CITED ABOVE.

PACKAGE IV

14. ASSUMING THE ICA REGIONAL ECONOMIC OFFICER SHOULD  
BE RETAINED ON THE MISSION COMPLEMENT, WHILE THE  
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 PARIS 14649 03 OF 03 081708Z

DEPUTY AID DIRECTOR POSITION IS ABOLISHED,  
PACKAGE IV WOULD ADD THE TWO FSOS REQUESTED ABOVE  
(REPLACEMENTS FOR FSL SCIENCE ADVISER AND FSL LABOR  
AND MANAGEMENT ADVISER) FOR A NET ADDITION OF ONE.  
SALZMAN

UNCLASSIFIED

NNN

## Message Attributes

**Automatic Decaptioning:** X  
**Capture Date:** 01 jan 1994  
**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** n/a  
**Control Number:** n/a  
**Copy:** SINGLE  
**Draft Date:** 08 may 1978  
**Decaption Date:** 01 jan 1960  
**Decaption Note:**  
**Disposition Action:** n/a  
**Disposition Approved on Date:**  
**Disposition Case Number:** n/a  
**Disposition Comment:**  
**Disposition Date:** 01 jan 1960  
**Disposition Event:**  
**Disposition History:** n/a  
**Disposition Reason:**  
**Disposition Remarks:**  
**Document Number:** 1978PARIS14649  
**Document Source:** CORE  
**Document Unique ID:** 00  
**Drafter:** n/a  
**Enclosure:** n/a  
**Executive Order:** N/A  
**Errors:** N/A  
**Expiration:**  
**Film Number:** D780194-1223  
**Format:** TEL  
**From:** PARIS USOECD  
**Handling Restrictions:** n/a  
**Image Path:**  
**ISecure:** 1  
**Legacy Key:** link1978/newtext/t19780583/aaaacsnh.tel  
**Line Count:** 291  
**Litigation Code IDs:**  
**Litigation Codes:**  
**Litigation History:**  
**Locator:** TEXT ON-LINE, ON MICROFILM  
**Message ID:** dedcb4a2-c288-dd11-92da-001cc4696bcc  
**Office:** ACTION EUR  
**Original Classification:** UNCLASSIFIED  
**Original Handling Restrictions:** n/a  
**Original Previous Classification:** n/a  
**Original Previous Handling Restrictions:** n/a  
**Page Count:** 6  
**Previous Channel Indicators:** n/a  
**Previous Classification:** n/a  
**Previous Handling Restrictions:** n/a  
**Reference:** 78 STATE 63477, 78 PARIS 1410, 78 PARIS 9563  
**Retention:** 0  
**Review Action:** RELEASED, APPROVED  
**Review Content Flags:**  
**Review Date:** 07 apr 2005  
**Review Event:**  
**Review Exemptions:** n/a  
**Review Media Identifier:**  
**Review Release Date:** n/a  
**Review Release Event:** n/a  
**Review Transfer Date:**  
**Review Withdrawn Fields:** n/a  
**SAS ID:** 2762039  
**Secure:** OPEN  
**Status:** NATIVE  
**Subject:** FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS  
**TAGS:** OGEN  
**To:** STATE  
**Type:** TE  
**vdkgvwkey:** odbc://SAS/SAS.dbo.SAS\_Docs/dedcb4a2-c288-dd11-92da-001cc4696bcc  
**Review Markings:**  
Sheryl P. Walter  
Declassified/Released  
US Department of State  
EO Systematic Review  
20 Mar 2014  
**Markings:** Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014